



Research Paper

The Practices Of Human Resource Management (HRM) Impact On Performance In India And Iraq

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ABSTRACT

The Human Resource Management (HRM) has matured to become enormously popular over the last twenty years, and it has developed its standard attributes for every large company and several SMEs. The major explanation for this statement is the quality of standard HRM have raised to provide competitive advantage and have also influenced the organizational performance and results in an encouraging and constructive direction. The study takes further in-depth consideration to specify the probable impact HRM have made to improve the company and employee performance. The real quicker steering of M-performance differently is the presumption that HR practices have clearly transformed and developed better employees' behavior and attitudes, that affected their operational performance, more productivity, better quality, with innovative tendency, that successively developed a positive impact on the company's monetary aspects and overall market performance. The large scale company's empirical proof supporting statement had generated a positive link between organizational performance and HRM. However, several researchers and critics commented after an elaborate analysis fielding method constraints and limitations in the Indian and Iraqi companies. Thanks to such method constraints and limitations with empirical proof that weakened the positive link. Such limitations involve: analysis style, analysis, execution, interpreting several respondent's role in the organization, and the lack of attention to controlling variables and further the risk involved to reverse relationship. HRM has become an inevitable consequence of functional and improving the growth of an organization. HRM existence need not be justified and elaborated. This paper focuses on the scope of HRM and its impact on the performance on the employees of SMEs- small to mid-size enterprises in India and Iraq and their sub-functions of HR practices and policies.

KEY WORDS: human resource management, organizational activity, management of people HRM, HR practice, HR policy,

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I. INTRODUCTION

Several Organizations have come a long way to explore and develop an effective measure of Performance Management System (PMS), which would focus on transforming the employees' performance to bring the best in them, permitting the organization to achieve their main aim and objectives their vision set. Hence, the PMS is directly linked to HR Planning and Management and is observed as the primary driver and source to attract, train and retain talented and skilled employees. However, in the prevailing, modern circumstances the organizations started adopting a far-reaching technology driven systems that compels to evaluate the application of Traditional Performance Management methods and tools (Tatli, et al., 2017). Due to automation plays a pivotal role in the prevailing organization functions, the complicated Performance assessment may not prove to be productive. Therefore, Strategic HRM focus needs to go beyond its horizon to interpret the actual business scenario to assess the impact on performance in India and Iraq even better. The Competency Mapping can help organizations identify specific characters, attitude, knowledge and skills that deemed appropriate for the jobwork and the organization. The HRM ensures that they always select the Job Fit candidates who are aligned and side with the Organizational Objectives (Bailey, 2018).

Strategic Human Resource Management (HRM)



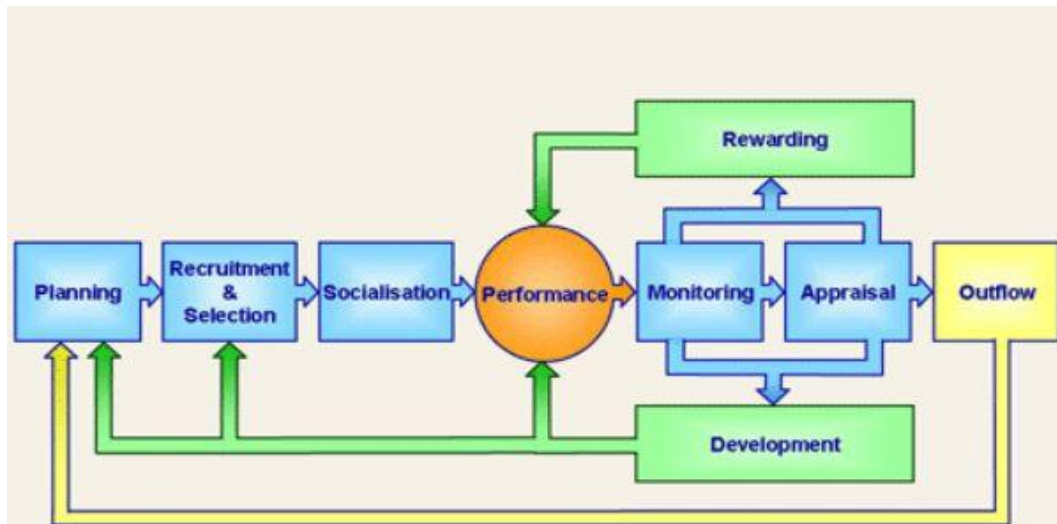
Impact on Performance of Strategic Human Resource Management (HRM)(Amrithesh, 2018).

1.1 The HRM Practices and benefits

The major HR organizations are careful about the hiring of employees and they have already researched, probed and explored by hiring the selected skilled employees, affirming by paving their way for a systematic integration of human labor and digital technology. Operating and deciding from the closed conference rooms towards holding a selection process to capture the senior leadership prime seat, HR definitely has struggled to find the right way. Presently, the HR role in planning, organizational activities to drive the strategic growth of the company is as crucial as business leadership and technological progress. The significance and weight provided to employee engagement have become a strategic priority that has never reached this level before. Mentioned in the G2 Crowd's report, business can only grow with their systematic employee engagement by spending 45% in 2019 (Achoui, 2009). Further, HRM drives this change. The prevailing new age skilled employees are not less than prospective customers. Similar to the efforts made and feature details enter the mapping of the customer journey, the similar case is with employees. The outstanding talent is in demand and that will increase with time, and surely, there will be a scarcity of talented people in the capacity market (Velez-Castrillon, White & Brown, 2018). There is a best way to be competitive in the market, by ensuring that the appropriate and correct talent is hired, trained, kept happy, encouraged, motivated and also retained. Clearly understanding the need of employees and what stimulate them should form the major business priority to compete effectively and survive in the unpredictable market. The employees should not be allowed to leave. It is better to provide a strong platform, based on which, they can speak up and voice their grievances and that will make the matter comfortable to resolve and solve the problems. Therefore, it is necessary to evaluate, compute and measure the employees' performance, subjectively and objectively, by engaging differently with every employee to acquire the best out of them (Allaraqi, 2017).

1.2 Role of HRM in Building Organization Performance

HUMAN resource management (HRM), operates towards the work management of people to meet the desired ends, and that is the fundamental activity in any HRM in the organization, where human beings work and are employed. Their functions need to be elaborated, emphasized or specified for the sophisticated workmanship that must be justified: HRM takes the inevitable role of with a consequence of starting, functioning and growing the organization in each country like India and Iraq and their cleverness in functioning brings considerable impact on corporate sector employment performance. When the HRM brings a myriad of variations and modifications in their styles, ideologies, and engaged managerial resources, HRM always involved in every sector of the organization in one form or another (Sparrow et al. 2016).



Human Resource Management (HRM) Model(Simon Sinek).

If you employ people to perform a certain job, they will do the work for the money. But, if the people are hired who believe what exactly they work for, their work will appreciate for giving sweat, blood with tears (Simon Sinek).

This is the main question particular HRM model of relative performance specifies a particular context of employee contribution to enhance organizational performance in relation to various other organizational institutions, like property acquisitions, advertising campaigns and new production technologies. A wrong attitude of any employee is like a vehicle flat tire. You need to change it to go anywhere (Baum *et al.* 2016). These are certain vital statements of analysis. It makes and adds to many other things. It becomes necessary for the HRM to apply changes and process itself, as if the organization will not survive or progress without making reasonable changes in managing people and organizing work differently (Allaraqi, 2017). No good organization can perform by driving HRM away.

The strategic work of HR, as per the concerned survey respondents, is characterized as the most challenging, that includes employee engagement, satisfaction and morale (35%), efforts and strategy of employee retention (30%) and managing life/work balance (25%).

Having emphasized this important remit, the need arises for the consistent review to get the existing state of formal proper knowledge in the HRM field. There is a sure HRM impact on the employees' work experience and organizational performance (Purwadi, 2012).

1.3 HRM Model with Diversity

Also, Zoller accepts that it becomes incumbent upon HR functioning to direct and lead the way in the corporate sector companies to incorporate diversity and multiplicity in the organization, taking the goal to generate inclusion to make it a tolerant workplace.

Towards diversity efforts initiates at the top level with the explanation of buy-in of prime stakeholders along with the top management who can observe what values diversity can produce," she explains. "This aspect must be taken as a business goal and should be aligned with all corporate strategies."

Organizations that lag behind other competitors in the diverse aspects will eventually find it hard and difficult to attract better top management talent to build a better reputation among their employees(Crispin *et al.* 2016).

Even though several organizations have taken great strides to become highly inclusive and diverse, news reports demonstrate that several countries, yet have to move further before all employees get the complete opportunities to succeed by contributing to the workforces to reflect and reveal the demographics of society(Crispin *et al.* 2016).

During the last ten years, the network linkage between strategic management activities and HRM has deepened and connections with organizational behavior and theory have grown drastically. The HRM of Indian and Iraqi literatures have burst over the levee, prompting constantly regarding the various socio-political context where HRM is clearly embedded. A firm maturing process has been taking place, observing the disciplined actions and better awareness of different situations, complexities and environments, and that has improved the functioning of HRM, the better for it. If we look inwards, employees have become more concerned about better communication mode with improved interactions, while the cause-effect theory chain, with the management intense initiatives provide support to enlist employees, is the better for the organization. This means, HRM is

prepared to assume and cultivate their biggest role in the theory and process of organizational nurturing and effectiveness (Batarliene et al., 2017).

1.4 Three Prime Subfields of HRM Scope

Pronouncing by the journals, HRM not the only thing. It does not conceal a large section and an array of styles, however, there are three prominent knowledge subdomains, each one is bursting its banks.

The MHRM- Micro HRM group takes care of HR subfunctions like policy and practice (Melyoki, 2017). They are further grouped into sections. The largest sub function section is related to managing small groups and individuals, involving recruitment and selection areas along with performance management, training, induction, development, and remunerations. Such subject matter covers a large section of practices, strengthened by an extended segment of research. They are informed and organized by organizational psychology of personnel and, to a certain extent, by institutional economics (Melyoki, 2017).

1.5 HRM role in India

There are three main subdomains, explained here under the short forms SHRM, MHRM, and IHRM. The further study by researchers to pursue questions in every aspect of dedicated niches have reported that they included women in the workplace, selected from 279 companies, that concluded the progress made on gender diversity was stalled (Sadq et al. 2018). Almost for three decades, the report mentions that women were earning more by obtaining bachelor's degrees than any other men. They were demanding with salary negotiation and promotions at the identical rate as men. This was contrary to normal wisdom, when women started remaining and working with the companies at the identical rate as men. Also, despite all these facts, women continued to be discarded and underrepresented in every level of management (Sadq et al. 2018).

This is due to lack of progress in the management, corporate and industrial field, which was more stunning in view of the tremendous evidence showing that diverse and distinct companies remain more innovative, productive and financially perform better (Altarawneh, 2016). Further studies indicated that diverse activities and employment developed by the management teams specified that:

- The diverse employment showed 34% more likely to develop more than average profits;
- 69% are likely to secure new markets; and
- 18% generate additional revenue through innovations than other companies having less than average diversity in leadership (Polonskaia & Royal, 2019).



Figure: Inclusive Organizations (Polonskaia & Royal, 2019).

Diversity is not simply a question of regulatory issue and compliance, and not the social justice. In reality, it is a prevailing business-performance matter. Organizations struggling and remain behind the matter of diversity of other industries and companies, have to face difficulties in attracting and hiring the top talent. Therefore, they fail to capture new markets, remain behind in gaining a good reputation and lack innovative employees, customers, and remain aloof from stakeholders, who do not have an open mind. The most admired and flourishing companies normally drive inclusion and diversity in their management (Polonskaia & Royal, 2019).

The Global highly Admired Companies always remain at the forefront as they are becoming more inclusive, diverse and more effective to leverage their efforts, because they drive business performance with strategic actions.

Analytical HRM: Three Key Characteristics

1.6 HRM Role in Iraq

The 'analytical HRM' notion we apply to point out that the academic management fundamental mission and discipline of HRM is not to broadcast 'best practice' perceptions in 'outstanding companies' but, initially, to recognize, categorize and explain what really happens in practice. The Analytical HRM function privileges and provides an explanation over the prescriptions. The analytical HRM primary task is to develop theory and collect empirical data to account for to observe how the management actually functions and behaves in managing people and organizing work across various job categories, companies, workplaces and industries (Waiganjo, Mukulu & Kahiri, 2012).

This is not simply to make academic percussions. Educational conditions founded and observed on HRM analytical conception should also assist practitioners to be aware of relevant theories and development of analytical skills, which are useful and can be applied in specific situations and they do not show a difficult or unexpected situation they are unable to move to the new environment. These weaknesses were of propagating 'best practices' had clearly exposed by Sadq, Aljaf & Hasan, (2018) in their personnel management critique literature. They pointed out the way personnel management operates normally and they fail to recognize the real value of differences in the organizational goals set for employees and managers and the manner in which favorite mechanism works well in certain context, but fails to work well in others. The statement was reinforced by with identical criticism in the HRM literature (Walk & Kennedy, 2017) and they were confirmed by several other reviews stating the relationship between HR practices and contextual variables (e.g. Sancho, et al., 2018). The IHRM growth in this field was clearly emphasized the manner in which HRM models vary across many cultures to reflect their impact due to several employment laws in the societal institutions (e.g. Bailey, et al., 2018). To mention the technical language HRM methodology, the moderators take the prominent role to understand HRM models. Certain things perform properly under certain conditions, but not everywhere. Therefore, it becomes a challenging task for the HRM to train and influence every employee differently based on their behavior, attitude and abilities. This challenge, in fact, is very essential to move further from a general deflection to the significance and magnitude of models and their context to incorporate the most important contingencies (Alshuwairekh, 2016).

1.7 The Major role of HRM

In the view of analytical HRM, there are three prominent characteristics. Firstly, it is related to why of HRM, understanding the management position, which tries to perform the work for the company and employee in various contexts to explain why. Secondly, the how of HRM is a chain process to make HRM model to perform well (or else poorly). Therefore, they build stronger links with employee disciplines like organizational behavior and strategic management. Thirdly, the question arises concerning 'for whom with how well it functions,' while assessing the HRM action outcomes, taking into consideration, employees as well as managerial interests, by laying a ground for theories to create further social consequence (Schuler & Jackson, 2014).

1.8 Statement of the Problem

The HRM applications of Iraqi and Indian corporate sectors are linked with Global context. It clearly shows that HRM has taken huge steps and has evolved considerably. The functions of HRM have become proactive, descriptive and exclusive, which ultimately turned prescriptive, administrative and reactive. But, such changes are not yet clear to the world. Another point of view is, HRM is differently utilized in different organizations and countries in the developing world. This study also restricted to evaluate the HR practices specifically in the corporate sectors, to Iraq and India context. The study can produce different results, which can be applied to target projects (Sparrow et al. 2016).

Moreover, the specific study data are restricted to a certain level. Hence, evaluating such a huge respondents is a complicated task. As stated Baum *et al.* (2016), HR research tries to pursue solutions to several difficulties faced by employees in corporate sectors, which needs to formulate studies, maximize necessary step and outline the troubles accurately. Also, this exercise has completely changed to new e-HRM format of educational research, after adopting computing generation, where it started integrating the entire data into new techniques, which require more technical skills in addition to regular features, and they form very complex method to achieve (Baum *et al.* 2016).

1.9 Research Objectives

- To acquire, train, appraise and compensate employees in Corporate Sectors of Iraq and India.

- To develop employee's health, safety and labor relation, and implement the HRM Practices in Iraq and India by doing a comparative study between the two countries.
- To understand HR corporate policies in both countries.
- To use statistics to analyze and compare the HR functions in both countries.
- To assess HR Planning functions, the appropriate Job analysis, Job descriptions, Job Specifications, Recruitment Policies, Social welfare schemes, Payroll Management Procedures, Job Promotion, Leadership and Training, Performance Appraisal, in corporate sectors of both countries for comparison.

1.10 Hypothesis

H1: HRM performs the most vital functions in each corporate sector in India and Iraq.

H2: There is substantial similarity in the Iraq and Indian HRM policies.

H3: There are several problems related to HRM policy's requirement and they are necessary to sustain the corporate sector manpower.

1.11 Research Questions

- Which are the most appropriate HRM practices followed in the Indian corporate sectors?
- Which are the most appropriate HRM practices followed in the Iraqi corporate sectors?
- Why there are substantial variations in HRM practices Indians organizations maintained and those retained in Iraqi organization corporate sectors?

II. LITERATURE REVIEW

In Iraq, the employee involvement and performance appraisal in SME are very crucial because they help managers to make an appropriate decision regarding employee issues. As mentioned by Altarawneh (2016), the constant achievement and progress of any company completely depend on the skills and ability of employees in the correct position to perform in the precise task in time.

As stated by Zeebaree & Siron, (2017), HR managed by professionals brings a remarkable factor for their organization competitiveness, while the HRM and employees are entirely responsible for uplifting the small and medium scale enterprise progress and status in Iraq and India and they generate a considerable impact through HRM practices as observed in contemporary corporate issues.

Velez-Castrillon, White & Brown, (2018) further stated that HRM policies properly establish the course of action to meet the future challenges practiced in both countries and they are subjected to elaborate measures. Therefore, HRM engages in very influential role to meet the organization's necessities and achieve the brilliance. Thus, HRM gains extraordinary value, importance and power to alter several ways for the smooth running operations.

Due to involvement of IT- information technology, there is an excessive demand for IT professionals, having suitable credentials further to traditional management and administrative positions to launch modern technology (Altarawneh, 2016).

Tatli, Ozturk & Aldossari, (2017) informed that HRM practices and actions helped increase employee commitment, satisfaction and motivation to several Organizations and they were proved to be very effective, when the Employees are guided on how to improve performances.

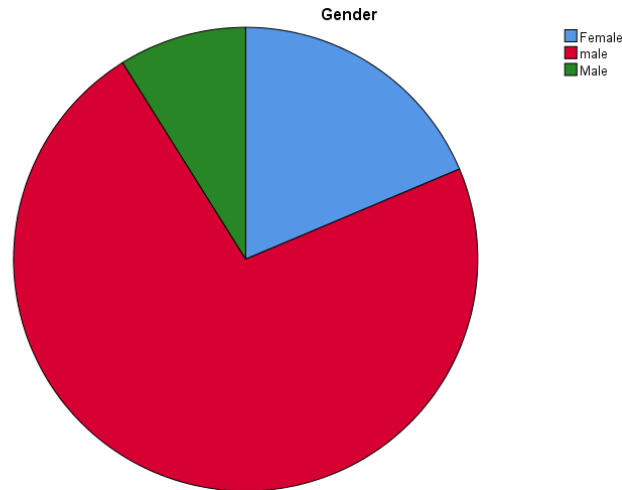
As per Shahzad, et al., (2019), employees strive to improve on their organizational value. Employees in Iraq and India are given sufficient freedom to decide how work should be carried out in every corporate sector. Hence, employee participation is driven by a large HRM range of practices in such corporate sectors.

III. FINDINGS AND ANALYSIS

Concerning Indian Employees

Gender Matters

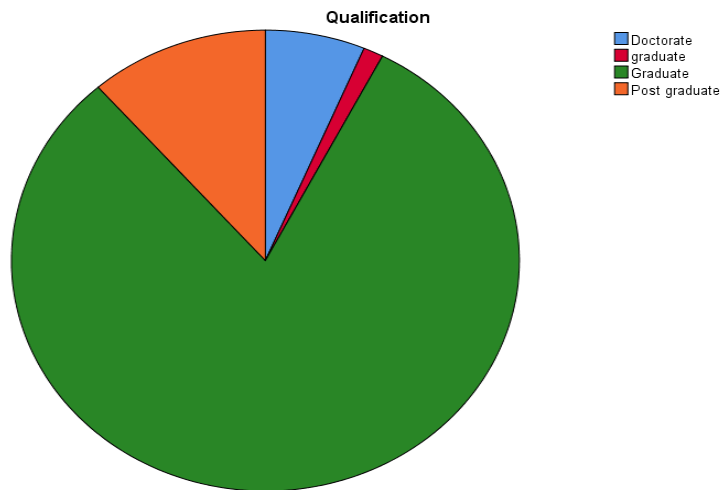
		Frequency Rate	Percent Rate	Valid Percent Rate	Cumulative Percent Rate
Valid	Female No.	44	18.7	18.7	18.7
	Male No.	171	72.6	72.6	91.2
	Male No	21	8.9	8.9	100.0
	Total No.	236	100.0	100.0	



The table indicates 18.7% were female respondents, 72.6% were males. The female respondent cumulative percent were 18.7 and the male respondents were 90.2%. Hence, it can be stated that male people were more than females in this survey.

Qualifications in Indian Employees

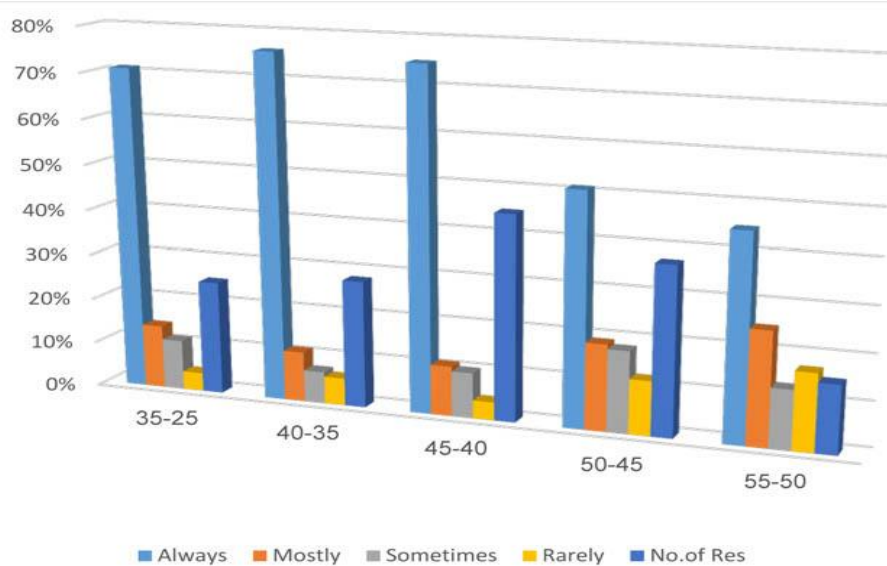
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctorate	15	6.5	6.4	6.4
	Graduate No	3	1.3	1.3	7.6
	Graduate No	192	80.7	80.8	88.6
	Postgraduate No	28	11.5	11.4	100.0
	Total No	236	100.0	100.0	



The Education Level demography is mentioned in this table. In contexts to the Education Level, the Doctorates were 6.5%, Graduated people were 80.8, Post-Graduation were 11.5%. The cumulative percentage was 88.7 for Graduated and they were 192 respondents. The Education Level group cumulative percentage Post-Graduation was 100 with 28 respondents. However, the valid Graduate percentage was 80.8

The HRM impact to the competitiveness in Iraq

Age group	Always	Mostly	Sometimes	Rarely	No. of Respondents
25 to 35	72%	15%	12%	4%	26
35 to 40	76%	11%	7%	6%	29
40 to 45	76%	12%	12%	4%	44
45 to 50	52%	19%	19%	13%	36
50 to 55	44%	26%	14%	18%	16

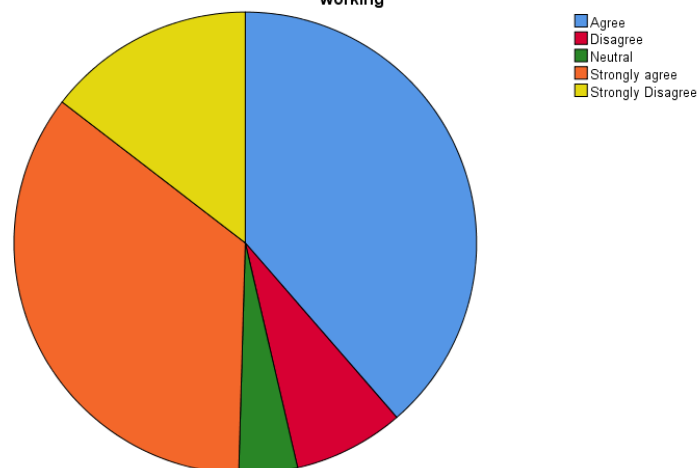


The above table shows the age groups respondents in Iraq, where the trust in HRM was more till the 45 years old. The HRM impact on competitiveness was higher by 72% respondents, between the age of 25 to 35 years, by 76% respondents having age 25 to 35 years, and by 72% respondents were age 40 to 45 years.

In Iraq, employees got an opportunity to join the corporate organization training and development programs each year, while working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	86	38.6	38.6	38.7
	Disagree	18	7.8	7.8	46.5
	Neutral	9	4.2	4.2	50.6
	Strongly agree	77	35.0	35.0	85.6
	Strongly Disagree	32	14.6	14.6	100.0
	Total	220	100.0	100.0	

All the employees have the opportunity to receive training every year in the corporate organization they are working



In the above diagram, the employees have the **corporate organization employees had an** opportunity to join training and development programs each year while working. The researchers determined that 7.8% people selected the second option, out of 18 respondents. Hence, 38.7% comprised of 86 respondents, who agreed the statement. Also, 4.2% out of 9 respondents chose 'neutral'. Likewise, 36% out of 78 respondents 'strongly agreed' to the question and 14.6% out of 32 respondents strongly disagreed. Overall, 100% respondents completely disagreed, proving that the employees got the opportunity to obtain training each year in their corporate organization, while working.

IV. CONCLUSION AND DISCUSSION

The researchers do not force any respondent to provide answers and they are expected to maintain ethical standards, behave politely and respectfully with the respondents. They should not direct or disclose any sensitive or personal information to any third-party and maintain confidentiality of records and results, remain completely unbiased with the data collected while evaluating (Zeebaree & Siron, 2017). The recommended HRM practices should ensure an effective and smooth implementation of the regulated development and manpower recruitment process. This should be progressed by adoption to ensure a quick formulation of the necessary HRM based regulatory and legislative framework. It is responsible in implementing every supportive measure for the business environment creation conducive to the integrating the private sector into the HRM practices, to develop sustainable markets. This could be done by introducing other measures intended to promote Iraqi-made brands and products to make a sound import substitution strategy and economic diversification (Walk and Kennedy, 2017). The appropriate HRM policies are expected that certain organization will take the responsibility and lead to achieve several similar steps.

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